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Part two: biennial programme plan

Programme 1
General Assembly and Economic and Social Council affairs and conference management

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Overall orientation

1.1 The overall objectives of the programme are: (a) to facilitate, through the provision of procedural and technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, as well as special United Nations conferences; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly, and the Intergovernmental Negotiations on the question of equitable representation on and increase in the membership of the Security Council and other matters related to the Council; (b) to service the Committee on Conferences; (c) to ensure the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; and (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the revitalization of the Assembly, on the strengthening of the Council, on the pattern of conferences and on multilingualism. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures, the allocation of resources under the relevant budget section and global workload and staffing management of the conference management operations in accordance with Assembly resolution 57/283 B.

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300, 60/233, 68/251 and 70/9, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management in order to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve further synergies and full-system benefits through the integrated global management of conference-servicing operations in the four

duty stations. The Department will continue to provide, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and substantive secretariat, protocol and liaison, and conference-servicing support, so as to achieve the above-mentioned synergies and benefits.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. Through integrated global management, its administrative and substantive policies, practices and procedures will be further standardized across all four conference-servicing duty stations. The global information technology tools, which were deployed at all duty stations, will continue to be maintained jointly to facilitate efficient and effective resource utilization and maximize the use of electronic tools and processes in conference-servicing operations. Training of staff and targeted outreach to educational institutions that train language professionals and other measures aimed at enhancement of the Department's capacity to support multilingualism will allow the Department to facilitate the transition of institutional memory and specialized expertise and the adoption of contemporary working methods that take advantage of available technologies. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of its performance indicators and methods of work with best industry practices. Those efforts, subject to the provisions of the above-mentioned General Assembly resolutions, will further enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Continued analysis of client feedback will be an important tool for measuring performance. The Department will continue to evaluate and implement risk management strategies so as to reduce the impact of operational crises. Centrally coordinated risk management, assessment and evaluation will facilitate informed managerial decision-making and monitoring.

1.5 Continued integration of the Department's activities in all four duty stations, with sensitivity to local specificities and the needs of local clients, including addressing the high workload in Geneva resulting primarily from the work programme of the Human Rights Council, will increase the timeliness and cost-effectiveness of the documentation services and provide better quality assurance of the translation services, including contractual services. Increased emphasis on in-house quality control of contractually translated documents and further harmonization of the quality assurance standards will be facilitated by a common computer-assisted translation and terminology platform (gText) that is also accessible to external contractors.

1.6 Efforts will continue to build a larger and more balanced pool of qualified language staff across languages and duty stations by encouraging promising candidates to apply for open positions through various means, including the language competitive examinations, the Department's Universities Outreach Programme and its internship and traineeship programmes, in compliance with United Nations standards for the recruitment of language staff. The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support[a]

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Improved organizational aspects and correct procedural conduct of official meetings	(i) No complaints by representatives of Member States on organizational aspects or the procedural conduct of official meetings
	(ii) 100 per cent compliance with the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management, with equal treatment given to all official languages
(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department and of the related mandates addressed for implementation by the Department	100 per cent compliance with the submission deadline for all parliamentary documentation, with equal treatment given to all official languages
(c) Timely and effective support for the implementation of the mandates addressed to the President of the General Assembly, the President of the Economic and Social Council and the presiding officers of the other bodies serviced by the Department, as well as to delegations and the wider United Nations system	100 per cent satisfaction by the chairs of the bodies serviced and by other stakeholders with the organizational, procedural and substantive support provided to them by the Department

[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and the subsidiary bodies of the Assembly and the Council at Headquarters, as well as other intergovernmental bodies supported by the Department.

Strategy

1.7 The subprogramme is under the responsibility of the General Assembly and the Economic and Social Council Affairs Division. The strategy to achieve the objective of the subprogramme will include:

(a) Provision of the most efficient and effective substantive and conference management support to intergovernmental bodies serviced by the Department and to United Nations conferences, including their presidents/chairs and bureaux, to ensure

[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work;

(b) Provision of substantive, analytical and historical information to clients, including information based on best practices and institutional memory, on the proceedings of the General Assembly, the Economic and Social Council and its subsidiary bodies and the Trusteeship Council, with a view to developing appropriate proposals for review by the bodies concerned;

(c) Assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of documentation and communications in all official languages;

(d) Coordination and the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions adopted by the intergovernmental bodies.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided
	(ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from Headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services
	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages

(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.8 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Division, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Utilizing the global capacity for integrated conference services efficiently without adversely affecting the quality of services provided;

(v) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of New York-based bodies and client organizations, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload and establishing workload forecast for

all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently.

Subprogramme 3
Documentation services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided (ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.9 The subprogramme is under the responsibility of the Documentation Division. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(l) Expansion of the use of remotely administered testing of potential language professionals, subject to the results of the Spanish LCE pilot scheduled for 2016.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of interpretation, verbatim reporting, publishing and meetings services provided
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format

Strategy

1.10 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and on achieving a balanced servicing capacity across languages and functions in the areas of interpretation, verbatim reporting, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation and verbatim reporting services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and

contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management, and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable.

B. Conference management, Geneva[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided
	(ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from headquarters of meeting bodies

[2] Subprogramme 1 is the responsibility solely of the Department for General Assembly and Conference Management at Headquarters.

	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services
	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.11 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Geneva-based bodies, especially the Human Rights Council, its machinery and human rights treaty bodies, and client organizations, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with

interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, and in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Geneva;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently;

(h) Without prejudice to the outcome of deliberations by the General Assembly, coordinating with the Division of Administration of the United Nations Office at Geneva on space, technology and accessibility requirements for conference servicing for inclusion in the strategic heritage plan of the Office.

Subprogramme 3
Documentation services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided
	(ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.12 The subprogramme is under the responsibility of the Languages Service. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Documentation Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials, and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of interpretation, publishing and meetings services provided
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format

Strategy

1.13 The subprogramme is under the responsibility of the Interpretation Service and the Production and Support Service. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and achieving a balanced servicing capacity across languages and functions in the areas of interpretation, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management, and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable.

C. Conference management, Vienna[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies about the quality of conference services provided
	(ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services

	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.14 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Vienna-based bodies and client organizations, with a view to optimizing the use of conference-servicing resources, including;

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, and in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently.

Subprogramme 3
Documentation services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided
	(ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.15 The subprogramme is under the responsibility of the six Translation and Text-Processing Sections, the Editorial Control Unit and the linguistic support team under the Documents Management Unit. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Documentation Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of

traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format

Strategy

1.16 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and on achieving a balanced servicing capacity across languages and functions in the areas of interpretation, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management, and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Effective and efficient conduct of meetings	(i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the integrated global management rule, where feasible, to conferences and meetings held away from Headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) 100 per cent of "as required" meetings provided with interpretation services

	(v) Increased percentage of documents issued in accordance with the six-week rule and other mandated time frames, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making by regional and other major groupings of Member States	(i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) 100 per cent of meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.17 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures among the duty stations and strengthening the management of workload sharing;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in ongoing systematic analysis and evaluation of the cost-effectiveness of the global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Contributing to the improvement of the cost-effectiveness of the global utilization of conference-servicing resources through regular preparation and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Nairobi-based bodies and client organizations, with a view to optimizing the use of conference-servicing resources, including;

(i) Ensuring the timely issuance of high-quality documentation in all official languages to Member States through regular consultations and active dialogue with document submitters and committee secretariats;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and a higher percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the accountability system within the Secretariat to ensure the timely submission and processing of documents and their timely issuance to Member States in all official languages, and in accordance with the six-week rule and other mandated time frames;

(d) Strengthening capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing workload forecast for all processing units to facilitate their capacity planning, in order to ensure the timely issuance of mandated documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological tools for users in order to plan, process, monitor and manage documentation and meetings services more effectively and efficiently.

Subprogramme 3
Documentation services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Efficient and cost-effective conference servicing supporting multilingual deliberations and the equal treatment of all official languages	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments about the quality of documentation services provided
	(ii) 100 per cent simultaneous issuance in the six official languages of all documents produced by the Documentation Division and availability in both hard copy and electronic form

Strategy

1.18 The subprogramme is under the responsibility of the Translation and Editorial Section. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner without affecting the quality and scope of services, as mandated by the General Assembly in relevant resolutions. Key elements of the strategy are increasing cost-effectiveness; achieving a balanced processing capacity across languages and functions; leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all of the Documentation Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training and outreach ventures and strategies. Actions will include:

(a) Full utilization of in-house capacity for editorial, translation, precis-writing and text-processing services;

(b) Full compliance with workload standards for editing, translation, precis-writing and text-processing;

(c) Resorting to contractual processing, where that mode of delivery yields a final product of the same quality as the in-house output;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members, and appropriate and timely feedback to freelancers and contractors; and enhancement of quality control with regard to contractual translation, through evaluation and feedback to contractors and nurturing of a culture of commitment to the required standards of quality;

(e) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(f) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with regard to planning for the capacity needed to supplement established in-house capacity;

(g) Shift to a fully electronic workflow and mainstreaming of global language tools across duty stations, including among external contractors;

(h) Maintenance of a comprehensive searchable archive of reference materials and of a global terminology production and management platform for the United Nations and partner international organizations, ensuring that the archive and the platform are accessible to both in-house and external language staff;

(i) Continuation of efforts to further develop the existing information technology software platform for all in-house and external language staff, including by maintaining and incrementally improving a global platform of translation support tools (gText);

(j) Expansion of the pool of language professionals on the freelance and global contractual rosters in all official languages and across all language functions;

(k) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To improve the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) High-quality interpretation, publishing, printing, distribution and meetings services in all official languages, as mandated by the General Assembly in relevant resolutions	(i) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
	(ii) 100 per cent simultaneous availability of all documents produced in electronic form in the six official languages
	(iii) Increased availability of official documents in an accessible format

Strategy

1.19 The subprogramme is under the responsibility of the Interpretation and Publishing Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes and achieving a balanced servicing capacity across languages and functions in the areas of interpretation, desktop publishing, printing, distribution and meetings services. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full compliance with workload standards for interpretation, copy-editing and desktop publishing;

(c) Full utilization of in-house capacity for interpretation services;

(d) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(e) Continued projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with regard to planning for capacity needed to supplement established in-house capacity;

(f) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(g) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(h) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management, and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(i) Expansion of the pool of language professionals on the freelance rosters in all official languages and across all language functions;

(j) Mainstreaming of the use of Internet-based social media in outreach to language practitioners and potential recruits;

(k) Exploring the use of remotely administered testing of potential language professionals, where applicable.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
69/324	Multilingualism
69/321	Revitalization of the work of the General Assembly
70/9	Pattern of conferences
70/247	Questions relating to the proposed programme budget for the biennium 2016-2017